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DP/S 70 - 0529

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MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Written Report of Problem Solving Seminar No. 4

REFERENCE : Memo dtd 26 Jan 70 to Support Directorate Office Heads
fm DD/S, same subject

1. Although we appreciate the obvious effort made by the participants who addressed themselves to Problem Solving Seminar No. 4, we do find their report a little bit difficult to address in terms of substantive comment. This is primarily due to the fact that the recommendations, which the committee report offers, appear to us to be a compendium of actions which, for the most part, are already being done -- though possibly admittedly in varying degrees -- by the offices or officers to which these recommendations would be addressed. For example, rating officers are already advised to comment upon a supervisor's discharge of his supervisory responsibilities. Further, we believe Offices of the Support Directorate are trying to make conscious efforts to provide the right mix of position and supervisor which will best foster the advancement or career development of the young professional; though here again, there may be instances where a particular job requirement matched to a young professional's talent and background might put that young officer in a position where his "new young blood" would deliberately be inserted into a situation where an "old-line" supervisor might appear to be a "problem."

2. The committee's recommendations on removing the "credibility gap" again, we feel, are already being implemented to the extent possible in the operational elements to which the young professionals are assigned; but here again it should be pointed out that these operating elements are concerned with young professionals that range from the new CT just out of training to the older -- in terms of time with the Agency -- CT who may now be actually embarking on the career he has chosen. Thus, the generalizations which the committee's recommendations represent cannot be applied

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wholesale to all young professionals. For those assigned to the Office of Logistics (OL), we have tried and continue to try to provide meaningful assignments with clearly defined responsibilities and those who have elected the SL career designation, are well acquainted with the Logistics career service and what it offers. With respect to the forecasting of requirements, while we cannot speak for other Offices of the Support Directorate, we are confident that our requirements are sufficiently definitive to avoid the problem of hiring "overqualified personnel."

3. We are in agreement with the committee's comment that "the young professional often fails to recognize all the ramifications inherent in the real problem" and even more so that "he (the young professional), too, must attempt to understand the existing system." To the extent that this education can be done in the training process, we defer to the Office of Training for comment. With respect to the committee's second recommendation in this regard, i.e., encouraging the young professional to study correspondence and reports, etc., we feel that the young professional who is worth his salt does, in the real world of his assignment, quickly learn about his organization's current problems and the techniques used in solving same.

4. While, as the committee points out, there may be a "reluctance to delegate authority," it is our opinion, looking at this problem from the "office level," that there is a conscious attempt to let "responsible officers" be responsible for their activities and that the "reluctance" to delegate may be more imagined than real. We believe the Deputy Director for Support's (DD/S) briefing program bears this out in that officers of the various Support Directorate Offices down to branch chief levels personally brief the DD/S and his staff and can satisfy the DD/S, as they satisfy their own office heads, that they are in command of the area for which they are responsible. The matter of learning as much as possible about our people is a continuing one and the committee's recommendation that management be encouraged to do this does not, we think, need comment.

5. The committee's more specific recommendations in paragraph 11 of the report in which they addressed the problem of offering ways "in which the young professional may become more involved and participate in the decision-making process," are ones which we would wish to discuss more fully at the proposed meeting on 12 February. However, these comments will at least indicate the trend of our thinking:

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A. We disagree with the recommendation that the DD/S should meet periodically with groups of young professionals and their first-line supervisors. The problem of the young professionals/supervisor relationship is one that we think is best handled within the offices and, again, not by the meetings as suggested, but rather by the planned participation of these young officers in division and branch staff meetings, some of which could be addressed by office heads. In this way the young professional would get a better and more balanced view of overall office relationships, whereas a meeting of young professionals and supervisors only might take on the look of a meeting of protagonists with the office head in the role of arbiter or judge.

B. We agree that the assignment of a young officer to the DD/S staff for a tour of duty would be beneficial and indeed this would be in keeping with the proposed program for interoffice assignments for promising officers.

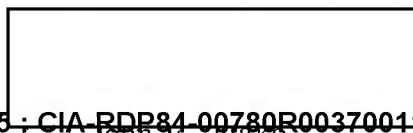
C. We do not agree with the creation of any other bodies similar to the Management Advisory Group either at the Office or Directorate level. Our concern here is twofold:

first, the proliferation of committees can be a counter-productive drain on the promising professional talent available to the Support Directorate Offices;

second, groups of this type tend to take on an aura of "elite corps" and can easily give rise to feelings of frustration if the recommendations of such groups do not become the dicta they expect.

D. We agree that seminars of young officers to consider "problems" can be beneficial. However, we believe that such seminars should not be composed wholly "of young professionals" but should, rather, be a "mix" of officers who it is believed can make a meaningful contribution to the solution of whatever problem is to be reviewed.

6. Hopefully, these comments will provide you with a meaningful evaluation -- at least from the Office of Logistics point of view -- of the subject report and will assist in facilitating the discussion which you propose for our meeting on Thursday, 12 February.



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John F. Blake

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Director of Logistics

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CONFIDENTIAL
OFFICE COMMENTS ON PROBLEM SOLVING SEMINAR
#4 REPORT RECOMMENDATIONS

		<u>OC</u>	<u>OF</u>	<u>OL</u>	<u>OMS</u>	<u>OP</u>	<u>OS</u>	<u>OTR</u>
A.	- Objective A - Improve Communications							
1.	Barrier A - Managerial Attitude Strong adherence to chain of communication	Training in mgmt. techniques is improving managerial attitudes			No objection	Good - but ways/means of doing so become harder.	Concur	Disagree in narrow adherence to chain of command.
2.	Select positions and supervisors for the assignment & direction of young professionals		Agree		No objection	Agree. Initial assignment is most critical.	Concur	Agree that well selected jobs & supervisors are better than otherwise.
3.	Rate supervisor on ability to communicate face-to-face				No objection provided supervisor is not to be rated by young pro.	Change in FR inadvisable now. Can be adopted informally.	Concur	Won't change people.
1.	Barrier B - Young Professional Attitude Sensitivity type training	Agree w/ recommendation	Agree. They should become a member of a "team".		Concur	Valid one	Concur	More careful consideration required before adding to trng program.

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2.	Office encouragement to study papers on organizational problems & problem solving techniques				Concur	Current practice	Concur	Difficult to carry out.
1.	Barrier C - Credibility Gap Accurate forecasting of requirements: minimize hiring of over-qualified personnel	Recommendations are sound	Agree. Realism, candor & practicality need to be stressed.		Concur	Burden rests w/using office.	Concur	Agree
2.	Provide young professional w/meaningful assignment & definite responsibility				Concur	Agree	Concur, Annual interview	Agree
3.	Inform him what can be expected realistically			Too early to do so at this stage. Don't know enough about him.	The core of OP present study of Personnel flow in 70's	Concur	Agree with principle involved.	
4.	Periodic attitude surveys				Concur	Very good one	Concur	Requires PSS enlargement. If done, give attention to older hands also.

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Barrier D - Reluctance to Delegate authority				No objection.	Solid ones - requiring daily application of good mgt. practices.	Sound	Recommendations do not address the problem.
1. Clear definition of supervisory responsibility & authority							
2. Encourage "people-orientation" in mgt.; give supervisors opportunity to show managerial abilities		Agree. Mgt. could do more to know its people & their capabilities.		No objection		Sound	
3. Reduce layers of supervisory control-bottlenecks - and improve communications						Sound	
4. Precise instructions from mgt. to supervisors to minimize supervisors fear of criticism						Sound	
B. - Objective B - Ways for young professional to become involved and participate in decision-making process.	Elm. of barriers plus improved communications will tend to involve them in decision-making process.			Degree of inconsistency with rec. of adherence to chain of command. (Rec., however, includes supervisors	Commendable The recs. concern but may not be too realistic finding out what is in view of heavy work- loads. The recs. concern but may not be too realistic finding out what is in view of heavy work- loads. Such personnel consultations followed by action - will have accomplished involvement.		

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1.	DDS meet periodically with young officers and their super-visors to discuss matters of mutual interest.				No reason for DDS to do so			
2.	Encourage similar meeting by Office Heads with their young officers.	Cautions that the recommendations could create artificial situations of involvement			--"see some merit..."			
3.	Assign young officer to DDS Staff for rotating tour.				--"see no reason..."			
4.	Create body similar in objections to MAG and encourage same at Office level.				Defer until assess experience of MAG, etc.			
5.	Convene seminars of young officers to consider problems similar to one at hand				Concur. Consider part of training-- under OTR auspices			

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